

1996

REVEREND CLERGY, DISTINGUISHED MEMBERS OF THE CITY  
COUNCIL, SCHOOL COMMITTEE, ELECTRIC LIGHT COMMISSION,  
LIBRARY TRUSTEES, PUBLIC OFFICIALS, FAMILY, FRIENDS AND  
CITIZENS OF PEABODY. IT IS A DISTINCT PRIVILEGE AND  
HONOR FOR ME TO STAND BEFORE YOU TONIGHT AS YOUR MAYOR  
AT THIS, THE 40TH INAUGURAL IN THE HISTORY OF OUR CITY.  
THIS EVENING'S CEREMONY MARKS THE BEGINNING OF ANOTHER  
TERM IN OFFICE FOR SOME AND FOR OTHERS A NEW BEGINNING.  
IT IS ALSO A TIME FOR ALL OF US TO REFLECT ON WHERE WE  
ARE AS A COMMUNITY, AND HOW WE CAN PROVIDE THE  
LEADERSHIP THAT HELPS IMPROVE THE QUALITY OF LIFE FOR





ALL OUR CITIZENS. I LOOK FORWARD TO WORKING WITH ALL  
OF YOU TO ACCOMPLISH THIS GOAL.

CONGRATULATIONS ARE IN ORDER TO JUDY SELESNICK FOR  
PROVIDING OUTSTANDING LEADERSHIP OVER THE PAST YEAR AS  
YOUR COUNCIL PRESIDENT. CONGRATULATIONS ARE ALSO IN  
ORDER FOR YOUR NEW COUNCIL PRESIDENT, JOYCE SPILIOTIS.

I LOOK FORWARD TO WORKING WITH THE LEGISLATIVE BRANCH  
OF OUR GOVERNMENT TO FIND SOLUTIONS TO THE MANY COMPLEX  
ISSUES WE WILL BE FACING.

AS WE PREPARE TO MOVE AHEAD WITH THIS NEW TERM OF  
OFFICE, I THINK IT IS APPROPRIATE TO REFLECT ON WHERE



WE WERE, WHERE WE ARE, AND WHERE WE ARE HEADED AS A  
COMMUNITY.

I BELIEVE GREAT STRIDES HAVE BEEN MADE. IS THERE  
ROOM FOR IMPROVEMENT? CERTAINLY. THAT IMPROVEMENT  
WILL ONLY COME WITH COOPERATION AND THE WILL TO PROVIDE  
TRUE LEADERSHIP, THE COURAGE TO DEFINE THE ISSUES AND  
MAKE DECISIONS BASED ON SUBSTANTIVE INFORMATION RATHER  
THAN POLITICAL PRESSURE, EXPEDIENCY OR REACTING TO  
POLLS.

RECENTLY I CAME ACROSS A NEWSPAPER ARTICLE WHICH  
DEFINES EFFECTIVE LEADERSHIP, AND THE QUOTE READS IN



PART, "...YOUR REPRESENTATIVE OWES YOU NOT HIS INDUSTRY ONLY, BUT [ALSO] HIS JUDGEMENT. AND HE BETRAYS [YOU] INSTEAD OF SERVING YOU IF HE SACRIFICES IT TO YOUR OPINION." IT HAS BEEN THAT TYPE OF APPROACH THAT HAS ALLOWED US TO BE SUCCESSFUL.

OVER THE YEARS, WE HAVE BEEN ABLE TO TURN OUR CITY'S FINANCES AROUND, BRINGING STABILITY AND STRENGTH TO OUR COMMUNITY. THIS PAST YEAR, MOODY INVESTMENT INC. UPGRADED THE CITY'S BOND RATING TO "AA1". ONLY TWO OTHER COMMUNITIES IN MASSACHUSETTS HAVE THIS RATING. THE RATING IS BASED ON FINANCES, MANAGEMENT



AND QUALITY OF LIFE ISSUES, AS WELL AS BEING ABLE TO  
SUSTAIN LONG TERM DEBT. MOODY'S CREDIT REPORT STATED,  
AND I QUOTE, "... THE RATING REVISION FROM AA TO AA1  
FOR PEABODY'S GENERAL OBLIGATION DEBT RECOGNIZES THE  
CITY'S VERY STRONG MANAGEMENT, SOLID FINANCIAL POSITION  
AND DIVERSIFIED ECONOMY...". THE REPORT FURTHER  
STATED, "...THE CITY'S STRONG FINANCIAL POSITION IS A  
RESULT OF CAREFUL EXPENDITURE MONITORING COMBINED WITH  
TAX BASE EXPANSION BUILT OVER TIME...". A LOT OF HARD  
WORK HAS GONE INTO ACHIEVING THIS PRESTIGIOUS RATING.  
WE WILL CONTINUE OUR EFFORTS TO MAINTAIN THIS STANDARD





AND PREVENT OURSELVES FROM GETTING INTO THE FINANCIAL  
TROUBLES FACED BY SO MANY OTHER COMMUNITIES.

THE LAST TWO YEARS HAVE BEEN ACTIVE IN THE AREAS OF  
ECONOMIC AND COMMUNITY DEVELOPMENT. WE HAVE SEVERAL  
BUSINESSES WHO HAVE BEGUN CONSTRUCTION OR ARE READY TO  
BEGIN BUILDING IN THE JUBILEE DRIVE AREA. OVER 600,000  
SQUARE FEET OF NEW PLANT SPACE WILL HELP BROADEN OUR  
TAX BASE AND CREATE MORE JOBS FOR OUR CITIZENS.

WHILE TALKING ABOUT JOBS, I AM PLEASED TO ANNOUNCE  
OUR LATEST FIGURES FOR UNEMPLOYMENT ARE 4.2%. ONCE  
AGAIN, WE ARE LOWER THAN THE STATE AND THE NATION.



THIS PAST YEAR, NEARLY \$2 MILLION DOLLARS WAS MADE AVAILABLE THROUGH OUR REVOLVING LOAN FUND, LEVERAGING IN EXCESS OF \$20 MILLION DOLLARS IN PRIVATE SECTOR FUNDING.

THROUGH THE EFFORTS OF OUR COMMUNITY DEVELOPMENT DEPARTMENT, WE ARE WELL ON OUR WAY WITH OUR DOWNTOWN 2005 ACTION PLAN, WHICH IS DESIGNED TO PRESERVE OUR DOWNTOWN AS A VIABLE ECONOMIC CENTER.

THIS PAST YEAR, THE GEORGE PEABODY HOUSE CIVIC CENTER WAS DESIGNATED AS A SATELLITE VISITOR CENTER AS PART OF THE ESSEX HERITAGE TRAIL SYSTEM. THIS WILL



ALLOW US TO PLAY AN INTEGRAL PART IN THE PROMOTION OF  
THE HISTORY OF ESSEX COUNTY, AS WELL AS TAPPING INTO  
THE TOURIST MARKET.

OUR HOUSING REHABILITATION PROGRAM CONTINUES TO  
EXCEL. THIS PAST YEAR, WITH \$900,000 FROM STATE GRANTS  
AND HOME FUNDS, WE WERE ABLE TO RENOVATE 105 HOUSING  
UNITS WHICH PROVIDES SAFER AND IMPROVED LIVING  
CONDITIONS FOR OUR CITIZENS. THIS BRINGS OUR TOTAL  
OVER THE PAST DECADE TO 1600 HOUSING UNITS.

I AM PLEASED THAT WE WERE ABLE TO PROVIDE 41 LOANS  
TO FIRST TIME HOMEBUYERS, MAKING HOMES AFFORDABLE TO



FAMILIES THAT COULD NOT HAVE OTHERWISE PURCHASED THEM,  
AND HELPING THEM ACHIEVE THE GREAT AMERICAN DREAM OF  
OWNING THEIR OWN HOME.

OUR STUDY TO CLEAN CRYSTAL LAKE IS NOW COMPLETE. A  
REVIEW AND RECOMMENDED COURSE OF ACTION WILL FOLLOW TO  
RECLAIM CRYSTAL LAKE AND MAKE IT A VIABLE WATER BASED  
RECREATIONAL FACILITY.

IN OUR EFFORTS TO MAKE THE PROPOSED GOLF COURSE A  
REALITY, WE HAVE TAKEN THE FOLLOWING STEPS:

1. WE HAVE JUST RECEIVED THE RESULTS OF THE  
FINANCIAL FEASIBILITY STUDY FOR THE 18





HOLE GOLF COURSE.

2. WE HAVE INITIATED NEGOTIATIONS FOR LAND  
ACQUISITION.

3. WE APPLIED FOR A \$500,000 GRANT FROM THE  
DEPARTMENT OF CONSERVATION SERVICES TO  
HELP CONSTRUCT THE GOLF COURSE AND I AM  
PLEASED TO ANNOUNCE THAT WE HAVE RECEIVED  
PRE-SELECTION APPROVAL FOR 1996 FUNDING.

IT IS MY HOPE TO PUT TOGETHER THE NECESSARY  
RESOURCES TO SEEK COMPLETION OF THE GOLF COURSE.

THE DESIGN FOR TRAFFIC IMPROVEMENTS IN WILSON



SQUARE AND THE ANDOVER STREET BRIDGE ARE CONTINUING.

IT IS MY HOPE TO HAVE A PLAN THAT WILL REDUCE ACCIDENTS  
AND IMPROVE TRAFFIC FLOW WITH A MINIMAL AMOUNT OF  
DISRUPTION DURING CONSTRUCTION.

OUR PLAN TO BUILD A PEABODY BIKEWAY FROM PEABODY  
SQUARE TO MIDDLETON IS MOVING AHEAD. THE METROPOLITAN  
AREA PLANNING COUNCIL HAS RECOMMENDED TO THE FEDERAL  
HIGHWAY ADMINISTRATION THAT THE CITY OF PEABODY BE  
FUNDED AT \$1.5 MILLION DOLLARS FOR THE THIRD QUARTER OF  
FY '96. IT APPEARS FUNDING IS A CERTAINTY. OVER THE  
NEXT FEW MONTHS, THE PLANNING DEPARTMENT WILL BE



WORKING CLOSELY WITH THE MASSACHUSETTS HIGHWAY  
DEPARTMENT, PREPARING THE PLANS AND SPECIFICATIONS  
NECESSARY TO COMPLETE THE PERMITTING PROCESS. THIS  
PROJECT COULD BE A MAJOR RECREATIONAL IMPROVEMENT TO  
OUR COMMUNITY, FOR BOTH PASSIVE AND ACTIVE  
OPPORTUNITIES FOR OUR CITIZENS OF ALL AGES.

WE HAVE COMPLETED OUR STATE FUNDED COMPUTER NEEDS  
ASSESSMENT STUDY TO UPGRADE THE CITY'S COMPUTER  
CAPABILITY. THE DATA PROCESSING MASTER PLAN  
IMPLEMENTATION HAS BEGUN AND WILL BE COMPLETED OVER A  
THREE YEAR PERIOD OF TIME. THE PLAN WILL INCLUDE



CHANGES TO OUR MANAGEMENT INFORMATION SYSTEM,  
ESTABLISHING AN OFFICE AUTOMATION NETWORK AND FUTURE  
EXPANSION FOR A GEOGRAPHIC INFORMATION SYSTEM.

OVER THE LAST SEVERAL YEARS MANY SCHOOL  
IMPROVEMENTS HAVE BEEN COMPLETED. NOT ONLY HAVE WE MET  
THE MANDATES OF THE EDUCATION REFORM ACT, WE HAVE  
PREPARED OUR STUDENTS FOR THE CHALLENGES THEY WILL BE  
FACING IN A VERY COMPETITIVE MARKET PLACE. WE, AS  
PRUDENT MUNICIPAL OFFICIALS, HAVE TO CONTINUE TO  
ALLOCATE RESOURCES ON A WELL PLANNED AND PRIORITIZED  
BASIS, KEEPING IN MIND THE CITY'S ABILITY TO SUSTAIN





FUNDING OVER THE LONG TERM AS WELL AS WITHIN THE  
ABILITY OF THE TAXPAYERS TO PAY FOR THESE EXPENSES.

I WOULD LIKE TO HIGHLIGHT A FEW OF THE SCHOOL  
IMPROVEMENTS OVER THE LAST COUPLE OF YEARS. OUR SYSTEM  
HAS ADOPTED NEW MATH AND READING CURRICULUM. BOTH  
PROGRAMS HAVE NATIONALLY RECOGNIZED STANDARDS. THIS  
PAST YEAR, OUTSIDE OF THE REGULAR SCHOOL BUDGET,  
\$850,000 WAS APPROPRIATED FOR EDUCATION ENHANCEMENT.  
APPROXIMATELY \$500,000 WAS ALLOCATED TO INTRODUCE THE  
FIRST PHASE OF AN INSTRUCTION BASED TECHNOLOGY  
INITIATIVE. THE BALANCE FUNDED THE RECONSTRUCTION OF



THE FOREIGN LANGUAGE LAB, TEXTBOOKS, AND A NUMBER OF  
OTHER EDUCATIONAL ENHANCEMENTS FOR OUR STUDENTS.

AS PROMISED IN MY LAST INAUGURAL, \$2 MILLION  
DOLLARS WAS ALLOCATED FOR SCHOOL IMPROVEMENTS WHICH  
INCLUDED FURNITURE, EQUIPMENT, BUILDING IMPROVEMENTS,  
THE ESTABLISHMENT OF A MINI MALL ENCOMPASSING CULINARY  
ARTS, FASHION MERCHANDISING, COSMETOLOGY AND BANKING AT  
PEABODY VETERANS MEMORIAL HIGH SCHOOL.

OUR TEACHER-STUDENT RATIO IS AMONG THE LOWEST IN  
THE REGION, AND LAST YEAR WE DOUBLED THE NUMBER OF  
ELEMENTARY GUIDANCE COUNSELORS. THERE HAS BEEN A



MULTITUDE OF OTHER CHANGES SUCH AS THE DARE PROGRAM,  
THE MIDDLE SCHOOL ALTERNATIVE PROGRAM, ESTABLISHMENT OF  
THE AIR FORCE JR. ROTC PROGRAM AT PEABODY VETERANS  
MEMORIAL HIGH SCHOOL, AND THE SELECTION OF PEABODY AS A  
A TRAINING DISTRICT FOR THE "PARTNERSHIP FOR THE  
ADVANCED LEARNING OF MATH AND SCIENCE" PROGRAM.

UNDER THE EDUCATION REFORM ACT, THERE IS A FORMULA  
FOR EXPENDITURES FOR SCHOOL PURPOSES TO ASSURE  
SUFFICIENT FUNDING AND EQUAL EDUCATION OPPORTUNITIES.

THERE ARE TWO THRESHOLDS - ONE IS FOR NET MINIMUM  
SPENDING AND THE SECOND IS THE NET FOUNDATION BUDGET



WHICH ALL COMMUNITIES HAVE TO REACH BY THE YEAR 2000.

I AM PLEASED TO ANNOUNCE THAT WE HAVE SURPASSED BOTH  
THRESHOLDS. AS A MATTER OF FACT, WE HAVE EXCEEDED THE  
FOUNDATION LEVEL BY \$1.1 MILLION DOLLARS AND THAT  
AMOUNT WILL PROBABLY BE MORE BEFORE THE END OF THIS  
FISCAL YEAR.

BY JUNE 30, 1996, WE WILL HAVE INCREASED THE SCHOOL  
BUDGET OVER THE LAST THREE FISCAL YEARS BY \$7 MILLION  
DOLLARS. THIS IS EXCLUSIVE OF AN ADDITIONAL \$5 MILLION  
DOLLARS SPENT OVER THE LAST SEVERAL YEARS FOR CAPITAL  
PROJECTS. I AM PLEASED WE HAVE BEEN ABLE TO DO THIS





WITHOUT THE IMPOSITION OF USER FEES FOR ATHLETICS,  
EXTRACURRICULAR ACTIVITIES, OR TRANSPORTATION, UNLIKE  
MOST SCHOOL SYSTEMS IN THE AREA.

I WANT TO THANK THE SCHOOL COMMITTEE, THE  
SUPERINTENDENT, THE ADMINISTRATIVE STAFF, THE TEACHERS  
AND OTHER EMPLOYEES FOR THEIR HELP IN IMPROVING OUR  
SCHOOL SYSTEM.

IN THE AREA OF PUBLIC SERVICES, MUCH HAS BEEN  
ACCOMPLISHED. AMONG THESE HAS BEEN STREET AND SIDEWALK  
RECONSTRUCTION, AND THE PURCHASE OF NEW EQUIPMENT FOR  
SNOW REMOVAL PURPOSES.



THE MONITORING OF CONSTRUCTION OF THE SOUTH ESSEX  
SEWERAGE DISTRICT TREATMENT PLANT BY OUR STAFF HAS BEEN  
AND WILL CONTINUE TO BE A HIGH PRIORITY.

WE ARE ON THE VERGE OF STARTING TWO MAJOR PROJECTS  
WHICH ARE CRITICAL TO OUR CITY'S FUTURE - ONE IS THE  
NEW WATER TREATMENT PLANT, THE SECOND IS A NEW PUBLIC  
SERVICES FACILITY. THE COMBINED COST OF THESE TWO  
PROGRAMS IS \$17 MILLION DOLLARS AND MUST BE FACTORED  
INTO OUR LONG TERM FINANCIAL PLANNING.

OUR PROGRAMS IN PARKS AND RECREATION CONTINUE TO  
PROVIDE A WIDE RANGE OF RECREATIONAL ACTIVITIES FOR OUR



CITIZENS. IN ADDITION, WE HAVE COMPLETED THE  
CONSTRUCTION OF THE KENNEDY SOCCER FIELDS, RADDIN PARK,  
THE PVMHS ATHLETIC FIELDS, AND LIGHTING IS CURRENTLY  
UNDERWAY FOR SEVERAL OF OUR PARKS.

IN THE AREA OF PUBLIC SAFETY, NEW EQUIPMENT AND  
VEHICLES HAVE BEEN PURCHASED, ENHANCED 911 WAS  
IMPLEMENTED, AND UPDATED COMPUTER TECHNOLOGY WAS ADDED  
TO ALLOW US TO MEET THE GROWING DEMANDS FOR IMPROVED  
SERVICES TO OUR CITIZENS.

OUR SENIOR CENTER AND PROGRAMS CONTINUE TO BE  
SECOND TO NONE, WITH A WIDE RANGE OF ACTIVITIES



AVAILABLE TO OUR SENIORS, INCLUDING A SOCIAL DAY CARE  
CENTER THAT SERVES A CRITICAL NEED FOR OUR CITIZENS.

OUR CENTER HAS BEEN RECOGNIZED AS A MODEL IN  
MASSACHUSETTS.

I AM PLEASED TO ANNOUNCE THAT WE RECEIVED WORD THIS  
PAST WEEK THAT PEABODY WAS SELECTED AS THE RECIPIENT OF  
THE KENNETH E. PICKARD MUNICIPAL INNOVATION AWARD FOR  
OUR "EMPLOYEE TOTAL QUALITY MANAGEMENT PROGRAM". THIS  
IS A STATEWIDE AWARD GIVEN BY THE MASSACHUSETTS  
MUNICIPAL ASSOCIATION THROUGH A COMPETITIVE PROCESS. I  
WANT TO CONGRATULATE PERSONNEL DIRECTOR CYNTHIA KING





AND MEMBERS OF THE TQM STEERING COMMITTEE FOR THEIR  
OUTSTANDING SUBMISSION.

THIS PAST YEAR WE CELEBRATED THE 200TH ANNIVERSARY  
OF THE BIRTH OF GEORGE PEABODY. WE HAD A NUMBER OF  
ACTIVITIES WHICH WERE DESIGNED TO PAY TRIBUTE TO THIS  
GREAT PHILANTHROPIST. I WANT TO TAKE THIS OPPORTUNITY  
TO THANK ALL THOSE WHO HELPED MAKE THIS PAST YEAR BOTH  
EDUCATIONAL AND ENTERTAINING FOR ALL OUR CITIZENS.

OUR FESTIVALS AND CONCERTS AND OTHER COMMUNITY  
PROGRAMS WERE WELL RECEIVED AND ATTRACTED THOUSANDS OF  
PEOPLE.



WE HAVE FULFILLED ALL OF THE COMMITMENTS WE MADE  
TWO YEARS AGO. WE HAVE MADE SIGNIFICANT PROGRESS, BUT  
THERE STILL REMAINS MUCH TO DO. OVER THE NEXT TWO  
YEARS, AS WE CLOSE IN ON THE TWENTY-FIRST CENTURY, LET  
US DO SO WITH OUR GOAL BEING THAT PEABODY CONTINUES TO  
BE A CITY THAT WE ARE ALL PROUD TO LIVE IN AND RAISE  
OUR FAMILIES. LET US NOT BE SATISFIED WITH THE STATUS  
QUO, BUT RATHER TO WORK HARDER TO RAISE THE CITY TO  
EVEN GREATER HEIGHTS.

AS WE START THE NEW YEAR, LET ME REVIEW WITH YOU  
SOME OF THE AREAS WE WILL BE ADDRESSING. KEEPING THE



CITY FINANCIALLY SOUND WILL BE A MAJOR GOAL FOR US.

NEEDLESS TO SAY, THE COST OF GOODS AND THE DELIVERY OF SERVICES INCREASES EACH YEAR. IT WILL BE OUR JOB TO CONTINUE TO DELIVER QUALITY SERVICES AND ACCOMPLISHING IT WITHIN THE ABILITY OF OUR CITIZENS TO PAY FOR THEM.

IT WILL BE OUR RESPONSIBILITY TO MAKE DECISIONS AS TO THE ALLOCATION OF RESOURCES. WE CANNOT BE ALL THINGS TO ALL PEOPLE. WE MUST PLAN AND PRIORITIZE OUR SPENDING AS WELL AS CAREFULLY MONITORING EXPENDITURES. WE WILL CONTINUE TO MONITOR THE CONSTRUCTION OF THE SOUTH ESSEX SEWERAGE DISTRICT SECONDARY TREATMENT PLANT



TO AVOID ANY ADDITIONAL COST. WE WILL CONTINUE OUR  
STRONG LOBBYING EFFORT WITH BOTH THE STATE AND FEDERAL  
GOVERNMENT FOR RATE RELIEF TO EASE THE MAJOR FINANCIAL  
IMPACT ON OUR CITIZENS.

CONSTRUCTION WILL BEGIN THIS SPRING ON OUR \$12  
MILLION DOLLAR WATER IMPROVEMENT PROGRAM WHICH WILL  
IMPROVE THE PRESSURE AND QUALITY THROUGHOUT THE CITY.  
THIS FALL WE WILL BE STARTING CONSTRUCTION ON OUR NEW  
PUBLIC SERVICES FACILITY WHICH WILL CENTRALIZE A NUMBER  
OF SERVICES AND ALLOW US TO BE MORE EFFICIENT. BOTH OF  
THESE FACILITIES WILL PREPARE US FOR THE TWENTY-FIRST





CENTURY AND ALSO SERVE FUTURE GENERATIONS.

IT IS MY HOPE TO ASSEMBLE THE NECESSARY LAND AND  
START THE DESIGN AND ENVIRONMENTAL PERMITTING FOR A  
GOLF COURSE.

OVER THE NEXT TWO YEARS WE WILL BE IMPLEMENTING A  
PLAN FOR THE DREDGING AND RESTORATION OF CRYSTAL LAKE.

OVER THE PAST THREE YEARS WE HAVE HAD SIGNIFICANT  
SUCCESS IN MANAGING THE MCVANN-O'KEEFE SKATING RINK.  
WE WILL BE RENEGOTIATING A CONTRACT THIS SPRING WITH  
THE COMMONWEALTH OF MASSACHUSETTS, ONE WE HOPE WILL BE  
FOR A MUCH LONGER DURATION, OR IF POSSIBLE, AN OUTRIGHT



PURCHASE.

IN ORDER TO AVOID WHAT HAS HAPPENED IN OLDER  
DOWNTOWNS IN COMMUNITIES ALL OVER THE STATE, WE WILL BE  
FINALIZING THE DOWNTOWN 2005 PLAN AND IMPLEMENTING THE  
MOST URGENT ELEMENTS. NEEDLESS TO SAY, CERTAIN  
IMPROVEMENTS ARE NEEDED. EXPANSION OF DOWNTOWN PARKING  
INCLUDING ACCESS AND VISIBILITY IS CRITICAL. FACADE  
IMPROVEMENTS ON PROPERTIES ON FOSTER, WALNUT AND MAIN  
STREETS ARE ALSO CRITICAL.

WE MUST ACTIVELY PURSUE ECONOMIC REVITALIZATION AND  
PHYSICAL UPGRADING OF THE BLEACHERY COMPLEX AT 119



FOSTER STREET WHICH HAS THE POTENTIAL OF ATTRACTING NEW  
BUSINESS AND JOB OPPORTUNITIES.

OVER THE NEXT YEAR WE WILL BE EXTENDING THE  
UTILITIES ON JUBILEE DRIVE AS WELL AS SITE ASSEMBLY FOR  
FUTURE DEVELOPMENT IN THE DESIGNATED DEVELOPMENT  
DISTRICT. THIS WILL ADD SIGNIFICANTLY TO THE PROGRESS  
ALREADY MADE AT CENTENNIAL PARK.

LAST YEAR WE WERE ABLE TO HELP 41 FAMILIES PURCHASE  
THEIR FIRST HOME THROUGH THE SOFT SECOND LOAN PROGRAM.  
IT IS MY GOAL TO ASSIST 50 NEW FAMILIES THIS YEAR TO  
REALIZE THE DREAM OF OWNING THEIR OWN HOME.



I WILL BE ASKING THE COMMUNITY DEVELOPMENT  
DEPARTMENT TO STUDY OUR PUBLIC TRANSPORTATION SYSTEM  
AND TO RECOMMEND WAYS OF IMPROVING SERVICE ACROSS THE  
CITY. THE STUDY WILL INCLUDE IMPROVING OUR CURRENT  
SYSTEM AS WELL AS THE FEASIBILITY OF RESTORING THE MBTA  
SERVICE WHICH WAS TERMINATED IN THE EARLY 1970'S BY A  
REFERENDUM VOTE.

AS WE APPROACH THE TWENTY-FIRST CENTURY, WE HAVE TO  
SERIOUSLY ADDRESS THE ISSUE OF REGIONALIZATION. WE  
HAVE TO BREAK DOWN THE BARRIERS OF PAROCHIALISM AND  
REALIZE OUR BOUNDARIES ARE AN ACT OF HISTORY THAT DATES





BACK OVER 350 YEARS. I INTEND TO TAKE A MORE ACTIVE  
ROLE TO ENCOURAGE OUR NEIGHBORING COMMUNITIES TO JOIN  
IN A PARTNERSHIP THAT WILL ALLOW US TO BE MORE  
EFFICIENT AND COST EFFECTIVE IN THE DELIVERY OF  
SERVICES.

TWO YEARS AGO, AT MY LAST INAUGURAL, I PLEDGED \$2  
MILLION DOLLARS FOR SCHOOL CAPITAL IMPROVEMENTS OUTSIDE  
THE REGULAR SCHOOL BUDGET. LAST SPRING, WE COMMITTED  
AN ADDITIONAL \$850,000 WHICH INCLUDED A NUMBER OF  
INITIATIVES TO IMPROVE OUR SCHOOL SYSTEM. I RECALL  
VIVIDLY THE AGONY OF CUTTING THE SCHOOL BUDGET DURING



PROPOSITION 2 1/2. OVER THE YEARS, WE HAVE BEEN ABLE  
TO TURN THINGS AROUND AND BRING STABILITY BOTH TO OUR  
SCHOOL SYSTEM AND OUR CITY AT LARGE. THE LACK OF A  
WELL THOUGHT OUT PLAN AND PRIORITIZED APPROACH WOULD BE  
A MISTAKE. IT HAS BEEN MY PHILOSOPHY THAT A STEADY  
IMPROVEMENT IS FAR BETTER THAN TO GIVE ONE YEAR AND  
TAKE AWAY THE NEXT. AS I MADE A COMMITMENT TWO YEARS  
AGO FROM THIS VERY PODIUM TO PROVIDE \$2 MILLION DOLLARS  
TO BE PLACED IN A CAPITAL IMPROVEMENT FUND FOR SCHOOL  
PURPOSES, TONIGHT I MAKE ANOTHER PLEDGE ON BEHALF OF  
THE CHILDREN OF OUR SCHOOL SYSTEM. I WILL ASK THE



SUPERINTENDENT TO PREPARE A COMPREHENSIVE PLAN FOR ALL CAPITAL NEEDS ON A PRIORITIZED BASIS. THE PLAN WILL INCLUDE EQUIPMENT, REPAIRS TO BUILDINGS, FURNITURE AND ALL OTHER CAPITAL NEEDS THAT WILL HELP TO ENHANCE THE QUALITY OF EDUCATION IN OUR SCHOOL SYSTEM. THE EXPENDITURES WILL BE OF A CAPITAL NATURE ONLY AND NOT REOCCURRING. THIS WAY THERE WILL NOT BE AN IMPACT ON THE REGULAR SCHOOL BUDGET. AFTER THE SCHOOL COMMITTEE'S REVIEW AND SATISFACTORY APPROVAL OF THE SUPERINTENDENT'S SUBMISSION, I WILL REVIEW THE PLAN AND SUBMIT TO THE CITY COUNCIL A BOND AUTHORIZATION



REQUEST. THE REQUEST WILL BE TO PLACE UP TO \$5 MILLION DOLLARS IN A CAPITAL FUND FOR SCHOOL PURCHASES OVER THE NEXT TWO YEARS. AS IN THE LAST BOND ISSUE, I WILL MAKE AVAILABLE OUR COMMUNITY DEVELOPMENT DEPARTMENT, PURCHASING DEPARTMENT AND ANY OTHER RESOURCES NECESSARY FOR THE EFFICIENT IMPLEMENTATION OF THIS PROGRAM.

THIS YEAR, FOR THE FIRST TIME, WE WILL HAVE CIVILIAN DISPATCHERS IN THE POLICE DEPARTMENT AS WELL AS PARKING ENFORCEMENT OFFICERS. THIS WILL ALLOW US TO PUT POLICE OFFICERS ON THE STREET AND IN OUR NEIGHBORHOODS, DOING THE KIND OF WORK THEY ARE BEST





TRAINED TO DO.

I BELIEVE OUR COMMUNITY PROGRAMS SUCH AS CONCERTS  
AND FESTIVALS ARE ESSENTIAL TO IMPROVING THE QUALITY OF  
LIFE OF OUR CITIZENS AND BRINGING FAMILIES TOGETHER.

THIS YEAR, ADDITIONAL RESOURCES WILL BE COMMITTED BOTH  
TO THE NUMBER AND QUALITY OF CULTURAL PROGRAMS  
AVAILABLE TO OUR CITIZENS.

TONIGHT I HAVE DISCUSSED A NUMBER OF ISSUES.  
ALTHOUGH THIS IS ONLY A PARTIAL LIST OF THINGS WE HAVE  
TO DEAL WITH, IT IS A GOOD START FOR OUR NEW TERM OF  
OFFICE. AS WE CLOSE THE BOOK ON THE PAST TWO YEARS AND



START A NEW TERM, I WANT TO TAKE A MOMENT TO THANK ALL  
THE LOCAL ELECTED AND APPOINTED OFFICIALS, AS WELL AS  
OUR STATE AND FEDERAL OFFICIALS, AND OTHER INDIVIDUALS  
AND GROUPS, BOTH PUBLIC AND PRIVATE, WHO HAVE HELPED IN  
THE CITY'S PROGRESS OVER THE PAST TWO YEARS.

OVER THE NEXT TWO YEARS WE WILL BE FACING MANY NEW  
CHALLENGES WHICH WILL REQUIRE WORKING TOGETHER.

TONIGHT I PLEDGE TO PROVIDE LEADERSHIP AND COOPERATION.  
MY DOOR WILL ALWAYS BE OPEN TO DISCUSS WITH YOU WAYS TO  
MAKE OUR GOVERNMENT MORE EFFICIENT AND RESPONSIVE TO  
THE NEEDS OF OUR CITIZENS.



AS ELECTED OFFICIALS, WE MUST EACH ASK OURSELVES IN WHICH WAY CAN I BETTER SERVE MY COMMUNITY. IF WE ARE TRULY CONCERNED ABOUT DOING A BETTER JOB AND SERVING THE NEEDS OF OUR CITY, THEN I BELIEVE THERE IS MORE THAT BRINGS US TOGETHER THAN DIVIDES US AS A GOVERNMENT.

I AM PROUD TO SAY THAT OUR CITY IS HELD IN HIGH REGARD BY MANY COMMUNITIES ACROSS THIS COMMONWEALTH. PEOPLE TALK ABOUT PEABODY TODAY FOR ALL THE RIGHT REASONS. THERE IS NO QUESTION THERE IS ALWAYS ROOM FOR IMPROVEMENT, BUT THE LACK OF IMPROVEMENT OR THE



DETERIORATION OF GOVERNMENT WILL NOT BE CAUSED BY  
EXTERNAL FORCES BUT RATHER BY INTERNAL TURMOIL AND  
BICKERING.

IT IS WITH A DEEP SENSE OF PRIDE THAT I STAND  
BEFORE YOU TONIGHT AS YOUR MAYOR. NEARLY 60 YEARS AGO,  
I WAS BORN A STONES THROW FROM THIS BUILDING TO  
IMMIGRANT PARENTS WHO HAD LEFT THEIR HOMELAND WHICH WAS  
FILLED WITH DEATH AND DESTRUCTION AND HAD COME TO THIS  
COUNTRY TO FIND PEACE AND FREEDOM AND A GOVERNMENT THAT  
WAS TOLERANT AND CARING. THIS WAS AN EARLY LESSON FOR  
ME AS TO THE IMPORTANCE THAT GOVERNMENT PLAYS ON THE





DAY TO DAY LIVES OF PEOPLE. IT IS VERY SPECIAL THAT  
YOU HAVE HONORED ME ONCE AGAIN BY PLACING YOUR TRUST IN  
ME AND ALLOWING ME TO BE THE LEADER OF OUR COMMUNITY,  
AS WELL AS THE LONGEST SERVING MAYOR IN THE HISTORY OF  
THIS CITY. FOR THAT I AM ENORMOUSLY GRATEFUL AND  
ETERNALLY INDEBTED. IN RETURN, I PROMISE THE TYPE OF  
LEADERSHIP THAT WILL BE STRONG BUT ALSO CARING, BOLD  
BUT ALSO TOLERANT. LEADERSHIP AS I DEFINE IT DOES NOT  
MEAN BEING ALL THINGS TO ALL PEOPLE AND MAKING PROMISES  
I CANNOT FULFILL. IT MEANS WE HAVE TO TELL PEOPLE THE  
TRUTH AND YES, SOMETIMES THINGS THEY DO NOT WANT TO



HEAR, BUT ARE IN THE BEST INTEREST OF THE CITY.

I STAND BEFORE YOU TONIGHT TO TELL YOU I AM  
PREPARED TO CONTINUE TO PROVIDE THAT TYPE OF LEADERSHIP  
AND TO RAISE OUR CITY TO EVEN GREATER HEIGHTS. I WANT  
TO WISH ALL THE CITIZENS OF PEABODY A VERY HEALTHY AND  
HAPPY NEW YEAR AND MAY GOD BLESS YOU ALL.

